



Periodic **External** Evaluations – Recommendations and Responses

Deanna Aubrey
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OVERVIEW

- In-depth **external** evaluations of PEMPAL are done every 2-3 years
 - 2008 initial baseline data collected
 - Second evaluation completed early 2012
- Various approaches used to collect feedback
 - Reviewing post event reports, PEMPAL Secretariat performance reports
 - Conducting interviews with members, senior officials and political representatives of member countries
 - Sending out surveys to sample stakeholders



2012 EVALUATION RECOMMENDATIONS

- Need stronger shared vision, greater clarity about network objectives, and medium to longer term goals.
- Value of network in building professional competency of individuals in PFM needs to be acknowledged.

PEMPAL RESPONSE

- Developed PEMPAL Strategy 2012-15 and results framework.
 - Further work – COP level strategic plans?



2012 EVALUATION RECOMMENDATIONS

- No sideways expansion – **focus on upwards**
 - Move towards ministry to ministry network
 - More deliberate engagement of political level

PEMPAL RESPONSE

- Actions related to this included in results framework of strategy



2012 EVALUATION RECOMMENDATIONS

- Focus on improving **quality of COP participation** (membership quality – ie people from target functional areas and ministries are participating regularly to build network relationships, value and strength)

PEMPAL RESPONSE

- Preliminary membership analysis undertaken in BCOP. Event invitation form modified to collect required data. More analysis to come.
- Member strategies being implemented in IACOP. TCOP plans future analysis and strategies will be undertaken where needed.



2012 EVALUATION RECOMMENDATIONS

- Workable **definition of individual membership**
 - **PEMPAL RESPONSE:** Implemented through proposed changes to Operational Guidelines
- Increased focus on **Knowledge products**
 - **PEMPAL RESPONSE:**
 - PEMPAL library implemented
 - COP level knowledge products being produced (eg IACOP **manuals**; BCOP OECD budget survey work; TCOP **thematic surveys**, planned paper on approaches to integration of budget classification and chart of accounts, and **country case studies** on treasury business processes.)



2012 EVALUATION RESULTS (continued)

- Different **modality of Secretariat**
 - **PEMPAL RESPONSE:** ToR amended and service put out to tender. New modality (full time staff rather than part time staff given growth in network) being implemented by tender winner, CEF
- **Assignment of roles/responsibilities** between SC, Executive Committees, resource teams, hosting countries, the Secretariat and CF
 - **PEMPAL RESPONSE:** Clarified in TOR for Secretariat and revised Guidelines of Operation.



2012 EVALUATION RESULTS (continued)

- Need dependable sources of **financing**

PEMPAL RESPONSE:

- Funding secured for next 5 years after finalization of strategy
- Requested Secretariat to monitor level of in-kind and financial contributions by members, to monitor sustainability trends



Final thought

- Do we need to operationalize the PEMPAL Strategy 2012-17 more proactively?
 - to ensure feedback and recommendations of periodic evaluation are fully implemented
 - eg monitor and report on implementation progress more regularly?

Thank You